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TRANSFORMACJA CYFROWA JAKO PODSTAWA DO ZARZĄDZANIA PERSONELEM

Streszczenie: W artykule omówiono proces transformacji cyfrowej w firmie. Zwrócono uwagę na ważność personelu w cyfrowej przemianie organizacji. Wyróżniono ważne aspekty zarządzania personelem w erze transformacji cyfrowej. Omówiono rolę jaką pełnią technologie informatyczne i cyfrowe w zarządzaniu personelem. Ma to pozytywny wpływ na innowacje, włączając/obejmując automatyzację oraz metody analityczne, a także rozwój 'siły roboczej'. Uzasadniono potrzebę rozwoju strategii transformacji cyfrowej w zarządzaniu personelem. Zwrócono szczególną uwagę na rozwój/opanowanie nowych umiejętności oraz strategię efektywnego zarządzania.

Słowa kluczowe: transformacja cyfrowa, zarządzanie personelem, innowacja, automatyzacja, analityka, umiejętności, efektywność

DIGITAL TRANSFORMATION IS THE BASIS OF PERSONNEL MANAGEMENT

Summary: The process of information transformation was examined, and attention was focused on the importance of personnel in the digital development of the organization. Important aspects of personnel management in the era of digital transformation are highlighted. The role of using information and digital technologies in the personnel management system is determined. Explores the impact of innovation, including automation and analytics, on workforce development. The need to develop a strategy for digital transformation of the personnel management system is substantiated. Particular attention is paid to the need to develop new skills and strategies to achieve effective management.

Keywords: digital transformation, personnel management, innovation, automation, analytics, skills, efficiency

1. Introduction

Based on various philosophical and worldview approaches to the study and explanation of the essence of a socially responsible society, it can be argued that

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any of them is a product of reflection on those fractal objects of society as a system - "invariants" that are extracted from the space of worldview events. In addition, during reflection, not only social consciousness, but also the entire human universe can act as an object.

By the end of the 20th century, humanity had reached a special stage of its development. The features of this stage are: the transition of humanity to a new type of civilization system - the unfolding information process of globalization. Globalization has affected all aspects of social life, introducing chaos into them, which must be regulated, and its implementation is the process of building a socially responsible society [1], therefore the topic affecting the development of the digital economy is extremely relevant for our state. This direction is characterized by rapid development and a decrease in the share of the traditional economy, the digital economy is becoming a key factor in the development of countries and businesses. It is based on information and knowledge, and the ways to access them provide advantages. The digital economy creates new products, forms new needs and ensures an increase in the speed and volume of information.

In this context, successful firms must have an effective management and administrative system that allows for quick response to changes in the external and internal environment. This requires the availability of highly productive and competitive workplaces occupied by highly qualified and innovation-oriented workers, as well as the introduction of information, communication and other progressive technologies. Digital transformations in the economy open up opportunities for modernization of technologies for working with personnel (fig.1), which can significantly increase the efficiency of the enterprise.



Figure 1. HR platform

2. Analysis of recent research and publications

The current situation of globalization, the transition to a networked digital economy and new opportunities for business require the transformation of traditional enterprises into technological enterprises using management models that ensure adaptability, flexibility, productivity and innovation.

In the digital age, a key resource is unlimited, accurate, reliable, truthful and timely data. O. Pishchulina interprets the concept of "digital economy" as "an economy based on digital computer technologies and information and communication technologies (ICT), but, unlike informatization, digital transformation is not limited to the introduction of information technologies, but fundamentally transforms spheres and business processes based on the Internet and new digital technologies" [2].

In the era of the digital economy, the main values are knowledge and information that originate from people, so the digital economy sets itself the task of paying more attention to the role of human resources and human capital, and not only to constant changes and innovations. We support the opinion of T. S. Shabaturova, who noted in her work: "without the digital economy, it is impossible to ensure the competitiveness of enterprises on the world market, in this regard, it becomes the most priority direction of the socio-economic development of Ukraine" [3].

Recently, the need to use information technology has increased, and all company data is converted into electronic form with the help of digitization elements such as software, web representation and mobile applications.

Digitization is a method of converting all forms of information into digital form [4].

Digitization is also considered as a process associated with the tendency to convert various information used by a person into electronic form, which V. M. Golyanich called "digitization of existence" [5].

In fact, digitalization represents radical changes in organizational design, management models and methods, focus of responsibility. According to the definition of A. F. Denisov and D. S. Kardash: "digitalization is not only the use of digital technologies, but first of all a change in thinking, management style, motivational systems and adoption of new business models" [6]. At the same time, digitalization includes the integration of digital technologies in all spheres of business activity, which leads to fundamental qualitative changes in the functioning and behavior of business. Researchers mostly agree that digitalization creates new competitive advantages for companies [6].

3. Digital technologies in personnel management

The field of digital technologies in personnel management is currently at the stage of creation, formation and formation, therefore an objective and in-depth analysis of the scientific definition of HR-Digital is impossible.

Along with improving the management of internal processes and analyzing big data based on ERP, BPM and ESM systems, the main direction of the development of the digital enterprise is the mobility of all employees, social interaction and knowledge management. This will stimulate changes in organizational structures, personnel competencies and the management system in general.

Due to the radical changes accompanying the digital age, the profile of personnel management is changing. Digital HR includes not only the automation and digitization of conventional personnel management functions, but also their modernization according to the new digital strategy (Fig. 2).

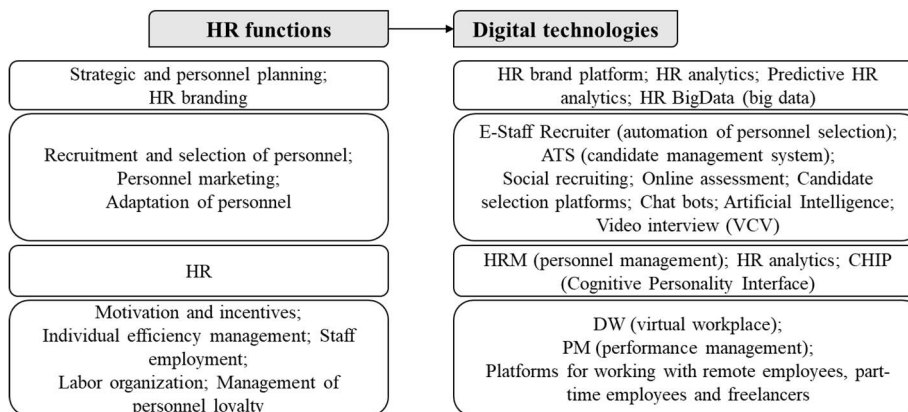


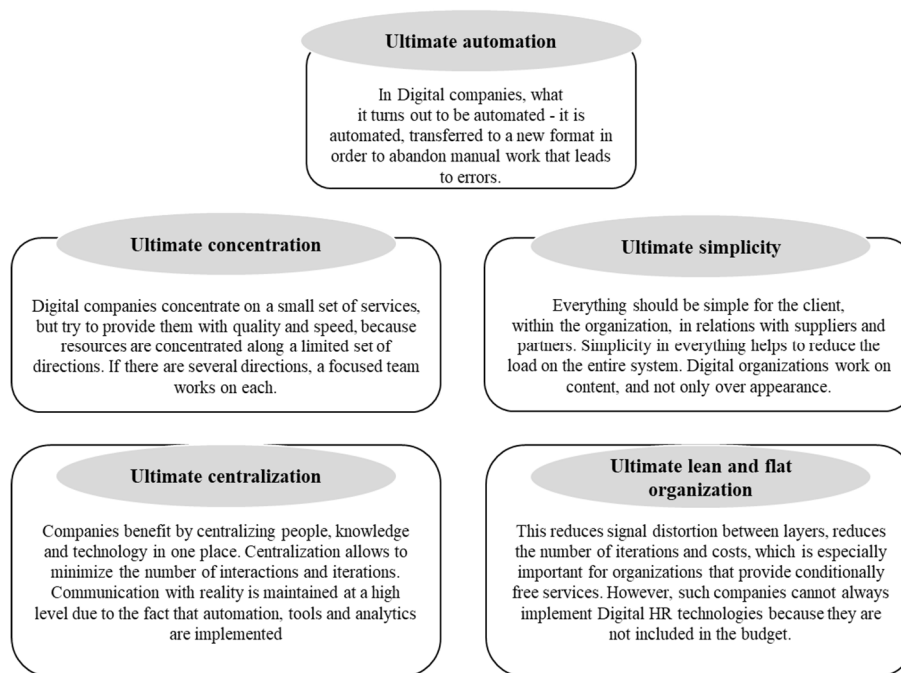
Figure 2. Transformation of personnel management functions using Digital technologies

Digital HR directs efforts to combine social networks, mobile applications, cloud storage technologies and augmented reality. It becomes a new platform for improving the work of both employees and candidates, as well as for improving and processing their experience. Digital solutions developers provide the technical component of digital HR, while management and HR departments must develop their own integrated digital HR strategies and programs.

That is, there is an opportunity to completely transform the work of employees by improving HR processes, systems and organization with the help of new digital platforms, programs and methods of providing HR services. The experience of personnel and employees in the digital world can be expressed as follows [7]:

1. Creating mobile applications that take into account the entire user experience, from start to finish, represents a new aspect in HR that combines design thinking with the use of applications, video, social and mobile technologies.
2. Combining social media, mobile apps, analytics and cloud-based technology, HR is a new platform for improving employee performance and the candidate experience. While manufacturers provide appropriate solutions, companies must develop their own integrated HR strategies and programs in the digital environment.

Digital HR technologies are widely used in various fields, however, companies' approaches vary: some completely overhaul their current systems, while others limit themselves to the implementation of certain technologies and tools. Five main principles of implementing modern Digital HR technologies at the enterprise can be distinguished (Fig. 3) [8].



*Fig. 3 Basic principles of modern implementation
Digital HR technologies in the organization*

Among the opportunities provided by the digital sphere to improve the efficiency of human resources management, we can also note:

- reducing the complexity of HR functions;
- acceleration of management and personnel decisions;
- improving the quality of analytical data;
- the ability to predict current and strategic periods;
- association of employees working in any region of the world;
- access to advanced technological solutions,
- the possibility of personal growth planning.

Based on existing scientific research, it has been established that social networks are an effective tool in digital HR, as they facilitate the search for new talent for employers and recruiters. Although they are used for various HR tasks (including interviewing, onboarding and training), the main focus is on their role in selecting quality candidates. It is becoming popular among hiring managers to use various platforms such as LinkedIn, Indeed, Monster, Facebook and others to attract potential candidates.

According to research conducted by CleverStaff [9], 92% of recruiters use social networks during recruitment. This means not only the passive search for candidates and the publication of vacancies on company pages or personal profiles, but also the active search for potential candidates, establishing contact with them and forming the employer as a brand.

In the modern digital age, such wide opportunities have made the search for personnel in social networks a necessary element in finding the right candidates. Today, many

digital tools are available to automate and optimize the process of recruiting personnel.

By benchmarking enterprises that intensively use digital technologies in the field of personnel management, it was possible to illustrate the diversity of practical experiences, taking global brands as an example. For example, the international restaurant chain KFC, which specializes in chicken dishes, intensively implements automation and digital technologies in all personnel management processes [9]. This includes the following aspects:

- a) mass online recruiting: applying the analysis of automatically collected statistics from the best candidates in social networks, forming an ideal profile of an employee to attract potential applicants and providing priority employment conditions that suit them;
- b) an operating automated system for conclusion of contracts, accounting of working hours, reporting and calculation of wages;
- c) online training available on smartphones, as well as management of development and career opportunities;
- d) labor productivity management using gamification;
- e) monitoring and increasing the involvement of employees, ensuring the exchange of feedback with management and colleagues.

Next up is Danone, a world-renowned Fortune 500 health food company. The company actively implements digital transformation as the basis of its business strategy and the development of its personnel. The application of digital technologies in the company begins with the development of a strategy aimed at the development of digital thinking among all employees. In addition, efforts are being made to create a cultural shift towards collaboration within the organization and use advanced, secure and user-friendly tools based on the best digital solutions.

Uber Technologies Inc., the most popular taxi service in the world, is developing rapidly and bases its business model mainly on online principles. This model covers both consumer service through the Uber mobile app and driver management. S. Matsotsky, the chairman of the board of IBS, called the management of human resources at Uber "Uberization" and noted that the company basically functions as a large personnel management department. This department is responsible for driver recruitment, performance evaluation, training, career development, pay and, if necessary, dismissal. All these processes at Uber are fully digital, automated and available online.

This management model has its advantages. On the one hand, it satisfies people's needs for a flexible schedule and the ability to work in different places. On the other hand, it contributes to the continuous growth of the business by attracting people who have free time and realizing the concept of balance between professional and personal life.

4. Conclusions

So, the digital age is here and business is changing faster than ever, so companies cannot ignore the trends that are emerging and gaining momentum. The main goal of personnel management in the conditions of digitalization is, first of all, to ensure the effective work of personnel and increase labor productivity in order to transfer enterprises to a new path of development and increase digital activity.

Leveraging the advanced capabilities of augmented reality enables you to improve your talent acquisition, learning and development opportunities. The virtualization of the internal space gives new candidates the opportunity to instantly get an idea of the functioning of the organization and the performance of work tasks within the company. They can assess whether it aligns with their vision, values and corporate culture, making onboarding and onboarding processes easier. Recruiters also have access to information about the behavior, personal characteristics and characteristics of candidates. In addition, augmented reality transforms the processes of learning and development, allowing you to dive deeper into the experience you receive, making it unique. This affects the improvement of the quality of professional skills and promotes the development of empathy and understanding.

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